

LEADERSHIP STYLES

This handout links to the leadership styles questionnaire that you completed in Project 1. The grid below will help you to identify your preferred leadership style. It may also suggest other styles that are appropriate for you. Complete the grid as follows.

For each Area write the sum of the circled numbers in the 'total score' box in the left-hand column. Divide each 'total score' by five. Record each result in its relevant 'mean score' box. (All those pesky 'remainders'? Round up or down as appropriate.) Record each 'mean score' with an 'x' at the appropriate place on the adjacent 1 to 5 axis.

UNDERSTANDING THE RESULTS

Scores in the shaded 1 or 5 zones indicate areas that are strong or dominant. These may be your preferred styles. Scores in the unshaded 2 or 4 zones indicate a preference that you are likely to exercise. A score in the 'neutral' zone 3 indicates you may be able to move fairly freely along the continuum in any given situation.

	1	2	3	4	5
AREA 1: TASK/PEOPLE Total score = <input type="text"/> → <input type="text"/> Divide total score by 5. Mean score = <input type="text"/> <i>Mark this score on the axis to the right.</i>					
AREA 2: DIRECTING/OPEN Total score = <input type="text"/> → <input type="text"/> Divide total score by 5. Mean score = <input type="text"/> <i>Mark this score on the axis to the right.</i>					
AREA 3: RISK-TAKING/CONSIDERED Total score = <input type="text"/> → <input type="text"/> Divide total score by 5. Mean score = <input type="text"/> <i>Mark this score on the axis to the right.</i>					
AREA 4: BIG PICTURE/DETAILED Total score = <input type="text"/> → <input type="text"/> Divide total score by 5. Mean score = <input type="text"/> <i>Mark this score on the axis to the right.</i>					
AREA 5: INSPIRING/PARTICIPATIVE Total score = <input type="text"/> → <input type="text"/> Divide total score by 5. Mean score = <input type="text"/> <i>Mark this score on the axis to the right.</i>					

LEADERSHIP STYLES

Reflection on Leadership Styles

No leadership style is effective in all situations and with all people. Contingency or situational studies of leadership have repeatedly shown that effective leadership is the art of using the appropriate leadership style to deal with specific people in specific team situations. Therefore, in reading the descriptions of the leadership styles, you should try to avoid placing positive or negative values on any one of these styles. The purpose of the questionnaire is not to label styles or people as good or bad, but to stimulate your thinking about which leadership style(s) you use, and which leadership styles can be used most effectively to deal with different situations.

Brief Description of Leadership Styles

- **Task/people** This continuum measures our preference for focusing on getting a task done or ensuring people are cared for.
- **Directing/open** This continuum measures our preference for telling people what to do/being in control, or giving space to others to make their own decisions/going with the flow.
- **Risk-taking/considered** This continuum measures our preference for acting before thinking or thinking before acting.
- **Big picture/detailed** This continuum measures our preference for concepts and dreams or detail and analysis.
- **Inspiring/participative** This continuum measures our preference for persuasion/influence or consultation/listening.

For Discussion

'The point to note about leadership styles is that there is no single style which is always right or always best. Christ used various leadership styles in the course of his ministry.' *The Effective Leader*, James Dunn, page 120. Discuss.

What insights does thinking about leadership styles in this way bring to your own leadership?